



COUNTY OF SAN LUIS OBISPO DEPARTMENT OF GENERAL SERVICES

COUNTY GOVERNMENT CENTER • SAN LUIS OBISPO, CALIFORNIA 93408 • (805) 781-5200

DUANE P LEIB, DIRECTOR

REQUEST FOR QUALIFICATIONS PS -928

CONSTRUCTION MANAGEMENT SERVICES NACIMIENTO WATER PROJECT

July 11, 2006

San Luis Obispo County Flood Control and Water Conservation District (District) is designing the \$180 million Nacimiento Water Project (Project). The District is currently soliciting statements of qualifications (SOQs) for professional construction management services (CM services).

Each SOQ shall specify each and every item as set forth in the attached specifications. Any and all exceptions must be clearly stated in the SOQ. Failure to set forth any item in the specifications without taking exception may be reason for SOQ rejection. The District reserves the right to reject all SOQs and to waive any informality/irregularity.

If your firm is interested and qualified, please submit ten (10) hard copies and one CD with a *.pdf soft copy of your SOQ by 5:00 PM on **August 4, 2006**.

County of San Luis Obispo
Jack Markey, Central Services
1087 Santa Rosa Street
San Luis Obispo CA 93408

Packages may be obtained by e-mailing your request to Jack Markey, JMarkey@co.slo.ca.us. Please include your company name, address, phone, fax, and e-mail address, along with the name and specification number of the RFQ you are requesting.

Questions about the proposal process should be addressed to the undersigned at (805) 781-5905. For technical questions and information, contact Project Manager John R. Hollenbeck, at (805) 781-1288 or Project Engineer Christine M. Halley, at (661) 831-8782-Ext 195.

JACK MARKEY
Supervising Buyer



NWP NACIMIENTO WATER PROJECT
San Luis Obispo County Flood Control & Water Conservation District

San Luis Obispo County FC&WCD

John R. Hollenbeck, P.E.
Nacimiento Project Manager

Commissioners

Harry Ovitt, SLO County FC&WCD
Frank Mecham, City of Paso Robles
David Brooks, Templeton CSD
Grigger Jones, Atascadero MWC
Dave Romero, City of San Luis Obispo

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QUALIFICATIONS SUBMITTAL AND SELECTION

1. All SOQs, consisting of ten (10) copies must be received by mail, recognized carrier, or hand delivered no later than 5:00 PM on **August 4, 2006**. Late SOQs will not be considered.
2. All correspondence should be directed to:

San Luis Obispo County
Department of General Services
1087 Santa Rosa Street
San Luis Obispo, CA 93408
ATTENTION: JACK MARKEY
Telephone: (805) 781-5905

3. Costs of preparation of SOQs will be borne by the proposer.
4. It is preferred that all SOQs be printed on two sides.
5. Short-listing of firms and selection of qualified proposers will be by an approved District procedure for awarding professional services contracts.
6. This request does not constitute an offer of employment or a contract for services.
7. The District reserves the option to reject any or all SOQs, wholly or in part, received by reason of this request.
8. The District reserves the option to retain all SOQs, whether selected or rejected.
9. A short-list of qualified firms will be made by a selection panel on the basis of the SOQs as submitted. The selection panel may deem it necessary to interview applicants. The District retains the right to interview applicants as part of the selection process and firms will be notified if interviews are required.
10. The proceedings of the selection panel are confidential and members are not to be contacted by the proposers.
11. It is anticipated that a short list of qualified firms will be made by late-August 2006. Fee proposals and a more refined scope from short-listed firms will be due on or about September 8, 2006. Possible follow-up interviews may be necessary to narrow the selection to the successful firm. Contract negotiations would soon follow. The firms not selected will receive notification.

QUALIFICATIONS STATEMENT FORMAT

1. Project Title

2. Applicant or Firm Name

3. Project Team

- a. Include an organizational chart of the proposed project team.
- b. List specific experience of the lead construction manager, who will be in responsible charge of the work, including individual's name, company affiliation, proposed position, credentials, and years of experience. Provide similar information for resident manager(s) and other selected team members with regard to similar construction management services. List a minimum of three references for similar work for each lead position on the Project team. The lead construction manager should have a minimum of twenty (20) years of experience in construction related field activities, either from leading field activities on behalf of an owner, or leading field activities on behalf of a contractor, or a combination of both.
- c. Assign only personnel whose qualifications, background, and experience are commensurate with the expertise required to accomplish the assigned work.
- d. Give name, address, and telephone numbers of the individual to whom correspondence should be addressed on behalf of the proposed team.
- e. List subconsultants, if any, for geotechnical, materials testing, and other specialty services.

4. Experience

Please provide descriptions of up to ten (10) representative projects where the proposed project team has performed similar services. Information to be provided is to include the following:

- Project name and location
- Summary of project
- Your firm's role in project
- Role of the proposed lead construction manager/resident managers(s)
- Name and contact information for construction contractor(s)
- Name and contact information for client
- Change order management statistics
- CM statistics (if known), for example, submittal turnaround, RFI turnaround, pay certificate turnaround, meeting minute turnaround, etc.
- Initially authorized fee and final fee

For construction components that were assigned to firm, provide the following:

- Initial construction bid amount
- Cost of authorized change orders
- Final construction cost

5. Project Understanding

The District has identified the following issues that are critical to delivery of the Naciminto Water Project:

- a. Proceed with a design and bidding approach that positions the District to *receive the most favorable construction bid*.

- b. Create conditions, wherever possible, for the optimal bid climate. Such conditions may include assembly of a CM team viewed as reasonable by the construction community.
- c. Bring value to the constructability review of the design documents. Give sound direction and guidance to the District on issues relating to insurance provisions, risk allocation, and other construction issues. Demonstrate that the CM team is an experienced and fair leader in CM activities and a leader in the application of the latest technologies pertaining to the administration of field activities.
- d. Reduce potential for construction change orders.
- e. Minimize potential for delays.
- f. Remain flexible for readily-available materials, especially pipe.

The Consultant's approaches for addressing these issues should be discussed. Examples and results should be presented.

6. Project Approach

Elaborate on your firm's approach to the critical issues listed above and to compliance with the anticipated scope of work described in a latter section of this request. In particular, describe how you will staff and coordinate the management of the multiple construction contracts anticipated for the Project and how your team will serve as a proactive and integrated team member to the District and the other consultants on the Project (see **Exhibit A** for Project Team Organization Chart). Describe your philosophy of interactions with the design engineer and construction contractors.

REQUEST FOR QUALIFICATIONS

The District invites Statements of Qualifications (SOQs) for professional construction management (CM) services for the Nacimiento Water Project (Project). A description of the various project components follows.

General Information

CM Administration – The Project is currently in the Design Phase. The construction phase is expected to begin in the first fiscal quarter of 2007/08. The District intends to issue two notices to proceed to the CM team, one during the Design Phase and one during the Construction Phase.

Project Participants - The San Luis Obispo County Public Works Department is staff to the District and the Nacimiento Project Commission (Commission) on behalf of the Project Participants (Participants): City of San Luis Obispo, City of Paso Robles, Atascadero Mutual Water Company, and Templeton Community Services District. Each Participant has an agreement with the District to design, construct, and operate the Project.

Disclosure – Any consultant currently engaged on the Project is eligible to submit an SOQ in response to this solicitation.

Also, the Participants' agreement with the District contains an "opt-out" clause that provides, in the event that total project costs exceed an established maximum amount, the Participants with thirty days to re-confirm participation, or "opt-out" of the Project. Note that award of construction contracts, long-term debt issuance, and the notice to proceed with CM services during the Construction Phase would occur after the "opt-out" date.

Governing Authority – The District's Board of Supervisors (Board) is the governing authority of the Project. The Board makes decisions on all substantive matters affecting the Project, including execution of the CM services contract and construction agreements. The Board meets regularly throughout the year.

The Commission includes representatives of the Participants and the District. The Commission meets the fourth Thursday of even months and is responsible for budget review, issuing administrative policy, and making recommendations to the Board.

The Technical Support Group (TSG) includes representatives from the Participants and the District to conduct technical and policy discussions as staff support to the Commission. The TSG meets monthly.

Project Team - The CM firm will work as integral members of the project team (refer to the attached organization chart, **Exhibit A**). A brief description of the other team members and their roles/responsibilities is provided below:

Management Team: Mr. John R. Hollenbeck, PE, is the District's Nacimiento Project Manager. He is assisted by Mrs. Christine Halley, PE, of TJ Cross Engineers plus District support staff. Responsibilities include overall design and finance team coordination, Participant communications (Commission and TSG), schedule tracking, and overall project management.

Design Engineer: Mr. Steve Foellmi, PE, and Mr. Paul Kneitz, PE, lead the Black & Veatch project design team. Boyle Engineering Corporation holds responsibility for pipeline design; Geomatrix Consultants is the project geotechnical engineer, and Cannon Associates is the project surveyor. The Wallace Group is conducting utility research on behalf of the design

team. Design engineer responsibilities include issuance of design feature standards and deliverable format; overall project hydraulics and pipe sizing; pipeline surge analysis; start-up sequencing; preparation of up-front (Division 0) construction contract documents; publication of standards for technical spec format (Construction Standards Institute format, Division 0 to 16); and issuance of camera-ready bid documents.

Value Engineering: A Value Engineering session was conducted on the 30-percent design documentation, draft Preliminary Design Report. The session resulted in some alterations, which the design engineer is implementing into the 50-percent design submittal. The District has concluded its Design Phase Value Engineering review of the Project.

Right-of-Way Specialist: Right-of-Way Specialist, Mrs. Lillian Jewell of Hamner-Jewell Associates, Inc., corresponds with affected property owners, arranges for design phase property access, and coordinates title reports, appraisals and offers/acquisition services for affected properties. Schenberger, Taylor, McCormick & Jecker, along with Reeder, Gilman & Borgquist, are under contract for appraisal services.

Environmental Consultant: ESA, under the management of Mr. Tom Roberts, performs environmental services required to initiate construction including: permitting, preparation of all mitigation plans, communications with regulatory agencies, and construction monitoring plans. All permit applications were submitted as of April 2006.

Legal Support: Legal support for the Project is provided through the County Counsel's office.

Finance Team: The District has Public Financial Management under contract to provide consulting services for revenue bonds to finance the Project. Bond counsel is Fulbright & Jaworski and the Project underwriter is UBS Financial Services, Inc.

Professional Services Agreement - The CM team will be expected to provide insurance coverage, as shown in the attached sample Contract for Special Services by Independent Contractor, **Exhibit B**. The CM team will be expected to execute an agreement substantially similar to the attached sample. The District intends to assign the Environmental Monitoring Agreement (procured separately by the District) to the CM team, as outlined in the sample agreement.

District-Furnished Data – Interested CM teams are invited to review background information regarding the Project at the following locations:

- Project web site – www.NacimientoProject.org
- ESA's ftp site where the environmental permits are stored. Access to the site is:
<ftp://ftp.esassoc.com/Nacimiento/Permit%20Package/>
 - user name: ftpguest
 - password: esaguest
- Copies of the following design related documents are available for purchase at Staples The Office Superstore at 2950 Broad Street in San Luis Obispo. Their telephone number is (805) 782-9881. You may call and arrange for copy or copies to be made and shipped to you at your expense using a credit card.
 - Draft Preliminary Design Report (main volume only) representing the 30-Percent Design prior to the Value Engineering Study, dated February 22, 2006. See **Exhibit G** for a copy of the Table of Contents.
 - The 30-Percent level design drawings, February 22, 2006 (these drawings are scanned and included in the attached CD as pdf files).
 - The Value Engineering Report, March 23, 2006. See **Exhibit G** for a copy of the Table of Contents.

Design Engineer's Support During Construction – Although the Construction Phase services for the designers have not been fully defined and agreed to at the time of the publishing of this RFQ, the design engineer's scope of work to support the Project during construction shall include the following:

- Engineer shall assist the District with the bidding phase of the Project by providing the following services for each construction contract (Bid Packages 1 through 8):
 - Early outreach to contractors to alert them of the project (i.e., advanced project advertisement).
 - Advise District on timing of bid dates to 1) minimize bid date conflicts, and 2) stagger bid openings to promote competitive pricing.
 - Assist District staff in conducting the pre-bid conference.
 - Respond to bid inquiries generated by bidders during the bid period.
 - Prepare contract addenda as needed.
 - Attend bid opening, and assist District with bid review.
- Engineer shall prepare conformed contract documents for each bid package by incorporating addenda items into the bid documents. Engineer shall provide one (1) camera-ready set of drawings and specifications, conformed to addenda issued during the bid phase, for each construction contract.

Description of the Nacimiento Water Project

The Nacimiento Water Project (Project) is a proposed regional conveyance facility that will deliver up to 15,750 acre feet per year of raw water from Lake Nacimiento to communities throughout San Luis Obispo County. At this time, the following agencies have agreements to participate in the Project at the levels indicated:

City of el Paso de Robles	(4000 acre feet per year or afy)
Templeton Community Services District	(250 afy)
Atascadero Mutual Water Company	(2000 afy)
City of San Luis Obispo	(3380 afy)

The San Luis Obispo County Flood Control & Water Conservation District (District) is the lead agency for the Project. The Project's Environmental Impact Report (EIR) was certified by the Board in January 2004. Facility design is based on the project description (raw water deliveries) included with that document.

The project consists of approximately 45 miles of pipe ranging from 12" to 36" in diameter, three (3) storage tank sites, three (3) pump stations, an intake facility at Nacimiento Lake and appurtenances. The Project infrastructure is subdivided into various reaches identified as "Units" having alphanumeric identifiers. The Unit Map (**Exhibit C**) depicts the Project's subdivisions and the units are described in attached **Exhibit D**.¹ The design team is working on the 50-percent progress submittal now and all permit applications have been submitted. Encroachment permits for the railroad and State highway department are pending.

Estimated construction cost is about \$150 million² and the current plan for organization of construction contracts for the Project is as follows:

Specification No.	Approximate Bid Timing	Units Covered	Description	Approximate Value (June 2008\$)
300187.08-01	Mar 07	A	Intake Underground Work	\$16.3M
300187.08-02	Jun 07	A, A1, B, F1, F2, G2, T2, T4, T6, and T11	Pump Stations, Tanks, Communications, SCADA	\$38.5M
300187.08-03	Apr 07	A, A1, C, C1	Pipeline	\$50.0M
300187.08-04	Apr 07	D, E, F	Pipeline	\$25.6M
300187.08-05	Apr 07	G, G1, H1	Pipeline	\$19.6M

¹ Both the Unit Map and the unit descriptions reflect the relocated middle pump station from Camp Roberts to a location south of Paso Robles. This relocation occurred as an outcome of the Value Engineering review of the 30-percent design submittal and is not reflected in the 30-percent design drawings dated February 2006.

² June 2008 dollars, including contingency. Represents the engineer's opinion of probable cost, and added costs for turnout river crossings and for Fiber Optic communications.

The successful CM firm will be expected to provide coordinated administration of all of the Project-related construction contracts. Furthermore, at this time, there are two possible non-Project activities that are being planned for construction simultaneously with the Project. They are:

- The City of Paso Robles plans to install approximately 12,000 feet of gravity sewerline in North and South River Roads (within Unit C1), along the same corridor as the proposed Nacimiento pipeline. In an effort to minimize impact on this public road, the City will provide plans, specifications, and estimates for that work and it will be included in the Nacimiento Project bid documents. The successful CM firm will provide construction management services associated with that sewerline construction.
- The District plans to construct a flood control channel parallel to the pipe within Unit G near the community of Santa Margarita. In an effort to minimize impact on this community, the District's Design Division will provide plans, specifications, and estimates for that work and it will be included in the Nacimiento Project bid documents. The successful CM firm will provide construction management services associated with that construction.

Anticipated Scope of Work for CM Services

The Consultant shall provide CM services as generally described in this section. The CM team will have responsibility for overall administration of the multiple construction contracts as listed in the previous section, as well as the coordinated Paso Robles sewerline construction. The design consultant, Black & Veatch, will be providing submittal review of certain technical submittals and other design support services during the construction phase. The CM scope of work is to encompass the following:

- At the 90-percent design progress point, receive a copy of the 90-percent construction documents, including cost estimate and construction schedule, and conduct a constructability review of the proposed bid packages. The constructability review is to include review of the District's Division 0 up-front contract documents as well as the draft plans and specifications, bid forms, measurement and payment sections, and other pertinent sections. The CM team is to prepare a report advising the District on suggested revisions to the draft bid packages that advance toward the District goals of positioning to *receive the most favorable construction bids*; creating conditions for the optimal bid climate, reducing the potential for construction change orders, minimizing the potential for delays, and remaining flexible for readily-available materials, especially pipe. The CM firm shall also identify any data gaps or knowledge gaps that could introduce risk (eg. construction, financial, schedule, etc.) to the Project. The report should contain all comments that the designers can review and use to implement the final edits to the construction documents they are producing.
- A minimum of two Contractor Orientation Workshops are planned. The CM firm, working with the design engineers and the District, will be engaged in a coordinated effort to prepare for and conduct these workshops. The intent of the workshops is to share Project related design and construction issues with the construction community in a proactive setting to educate contractors of the Project's layout, bid packaging, risk allocation, schedule, and engineer's opinion of probable cost. These workshops are envisioned to be interactive with a dual flow of information between the District and the Contractors.
- Attend site visits jointly with the District and design engineer. Schedule and attend the pre-bid meetings and review the minutes of the meetings prepared by the design engineer. Evaluate the responsiveness of each bid received.

- Provide full-service construction management services for the multiple proposed construction contracts to include:
- Evaluate contractor bids and recommend award of each contract.
 - Issuance of Notices of Award, coordinate construction contracts execution, and issuance of Notices to Proceed.
 - Maintenance of construction schedule and status reporting. Prepare monthly progress reports that include a comprehensive description of the prior month's main accomplishments and current construction activities. Representative photographs shall be included within the progress report. A summary report shall also be generated that can be shared with members of the Governing Authority, and also posted to the Project's web site.
 - Attend Technical Support Group meetings (monthly) and Nacimiento Project Commission meetings (bi-monthly) to present construction status.
 - Review and evaluate contractor work plans, schedules, budgets and cash flow projections. Lead the evaluation of value engineering proposals submitted by construction contractors.
 - Resident management for supervision of the construction of engineering structures, including inspection services of all construction activity. Inspection services are also to encompass environmental monitoring during construction as stipulated in the Project EIR and in permits. Environmental monitoring shall include project biologists, Certified Industrial Hygienist, qualified Restoration Biologist, Native Plant Horticulturalist, paleontological and Native American monitors. CM team is to inspect, monitor and document the activities of contractors, subcontractors and suppliers to ensure compliance with the requirements of contract documents. Key activities may require full time inspection by qualified inspectors.
 - CM services are to include materials testing and installation testing (i.e. earthwork, concrete, coating systems, cathodic protection, electrical testing (both high and low voltage AC, and control voltages), welding, pipeline hydrostatic test witnessing, pipeline coating inspections, etc.) for compliance with project specifications. Coordinate sub-consultant, testing and specialty services.
 - Construction trailers/housing equipped with office equipment, communications equipment, storage, lighting, etc. for the CM team. Furnish all vehicles, testing laboratory, and field testing equipment, high-speed internet computers and ancillary hardware and software to provide suitable facilities for CM's staff. Arrangements are underway to house the contractors' and CM team's construction trailers at the Atascadero MWC yard in Atascadero. This will be confirmed prior to the short listed firm's submittal of the fee proposals.
 - Provide an office for the District's Project Manager expected to be used on a part-time basis each week. Office shall include phone, computer with internet access (or possibly docking station for Project Manager's laptop), and other furniture. The Project Manager shall have access to the CM's electronic equipment such as, FAX machine, printer, copier, computer servers, etc.
 - Provide an office for full-time design team liaison(s). The office should accommodate up to two people and be equipped with high-speed internet connections, telephone, and furniture. The design team liaison(s) will provide their own computers but shall have access to the CM's electronic equipment such as, FAX machine, printer, copier, computer servers, etc.
 - Provide a vehicle to the District for use by the Project Manager. The use period is expected to extend from mid-2007 to mid-2011. A late model Ford Expedition 4x4, automatic or similar vehicle approved by the Project Manager, is satisfactory. Use of the vehicle would be included in the District's insurance coverage.
 - Provide clerical, receptionist, filing and all other administrative and office support services for CM staff support. Prepare project-related invoices for CM services.
 - Create the document-control filing system for the Project during the Construction Phase. The current filing system used by the District is an extension of the designer's filing system and the District expects to build off of this into the construction phase; however, the CM firm's recommendation for the Document-Control System is encouraged. Refer to **Exhibit E** for the latest master filing list.

- Schedule, host, and participate in environmental education programs for construction personnel. Program instruction by qualified CM team member.
 - Submittal logging and review. Note that the Black & Veatch team will remain under contract for submittal review and response to Requests for Information.
 - Schedule and participate in preconstruction and regular meetings with contractors and District staff regarding construction issues, progress reporting, interpretation of plans and specifications, and contractor performance.
 - Inspect construction activities and provide management and oversight services to ensure that contractors' work is performed in accordance with construction plans and specifications, and is consistent with the intent of the design. Interface with the design engineer for resolution of technical issues, processing of change order requests or design changes to suit actual conditions encountered in the field. Maintain construction site daily records. Review all contractor reports and records, including shift reports, daily material placement reports, daily progress reports, and job safety reports.
 - Provide in-plant inspections of pipe material, pumps and motors, tank fabrication, etc. and prepare reports of the daily inspection findings. Observe the fabrication, witness the testing, and ensure proper calibration and operation of all testing equipment at the place of manufacture of valves, gates, pipe, and other items identified by the District. Submit written inspection reports.
 - Review pay requests submitted by all contractors and issue pay certificates to the District.
 - Identify, prepare, log, monitor and negotiate all contractor or District initiated claims, changes, extra work, and change orders. Prepare independent cost estimates, change order justification, and recommend action on all change order requests. Prepare necessary change orders for all construction contracts. Black & Veatch will remain under contract to provide technical assistance in change order preparation.
 - CM shall implement procedures for the systematic and timely completion, start-up and testing, acceptance and transfer of all facilities constructed, as well as the closeout of all contracts. Prepare detailed project punch lists toward closeout of the project.
 - Take the lead in negotiating and closing out construction contracts. Verify that all project payments have been made to the contractors and that all required releases have been obtained. Prepare final change orders as required. Finalize and certify that the project record drawings are complete and accurate including stamp and original signature of a Professional Engineer licensed in California. Organize, bind, and submit all project documents to the District.
 - Prepare and submit final Construction Summary Reports for each contract, but all shall be integrated into a single report. The report shall be well organized and serve as a future historic document on the Project. Hard bound copies shall be prepared for distribution to the District's Governing Authority, the Participants Governing Authority, the firms involved in the Project, the local and state libraries, and other management level distribution.
 - Provide other miscellaneous specialty services as required during construction such as, witness and evaluation of electrical instrumentation, controls, fiber optic cable, water quality, corrosion control, noise and air quality monitoring services, geotechnical, structural, civil design and other technical specialties.
- CM team is responsible for document control and is expected to maintain a log of all correspondence submitted by the construction contractors and the responses applicable to that correspondence. Manage the receipt, logging, control, tracking and timely processing of all technical documents, shop drawings, submittals, manuals, and samples received as part of the construction. Review shop drawings and submittals, including the evaluation of construction schedules, and where applicable analyze and submit reports to the District/design engineer for review.
- Review and provide written responses to contractor Requests for Information (RFI's). Responses to requests for information that require changes to the design require prior approval

from the District and design engineer. Maintain up-to-date, secured, marked-up prints of construction drawings showing all field changes and as-built conditions. Maintain an up-to-date, secured, conformed copy of all construction contracts, including all approved modifications and changes.

- CM team is to recommend a dispute resolution approach for the Nacimientto Water Project and to adhere to the adopted approach on District's behalf.
- CM team is to recommend a means of keeping the public informed as to the status of the various construction activities and to maintain that communications link throughout the active construction phase.
- Provide assistance in answering contractor, District, or landowner questions during project bidding and construction.

Project Budget

The estimated construction cost for the project is \$145 million based on the Draft Preliminary Engineering Report (30-percent design) dated February 22, 2006, prepared by Black & Veatch. Since that report was published, about \$5 million worth of items have been added to the Project's construction budget, bringing the estimated total to nearly \$150 million. The total project budget, known as the Nacimientto Project Construction Cost, is estimated at \$180 million, which includes the construction costs and other project related costs during the Design Phase.

Schedule

Exhibit F presents the anticipated schedule through the issuance of construction bid packets. The Construction Phase is expected to extend from Fall 2007 to end of 2010.

Consultant Selection Criteria

A selection panel will evaluate the SOQs. Important criteria are:

1. Qualifications and experience with similar multiple construction contracts of lead construction manager and resident managers-----40%
2. Approach to addressing critical project issues-----30%
3. Firm's experience with construction management team and client references (both firm and personnel references) -----20%
4. Communications plan among resident managers, construction contractors, the District, Participants, and with the public-----10%

* * *